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The Magazine for Alberta Government Managers

connexus

Winter 04

New beginnings:
Looking forward to Alberta's second century

About Connexus...

connexus is published in print and online by the Personnel Administration Office. Its purpose is to keep managers in the Alberta public service informed about current policies, goals and programs. It serves to assist in their individual development and that of the Alberta public service.

The views expressed in connexus are those of the contributors and do not necessarily represent the views of the Personnel Administration Office, nor does publishing them imply endorsement. The editorial policy for this magazine is set out in a document approved by the Public Service Commissioner. A copy can be obtained from the Editor.

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Main Cover Photo- Photographer Christina Descheneau.
Top Cover Photo-Courtesy of Travel Alberta



In This Issue...

As we wrap up an eventful 2004 and look forward to the opportunities and prospects of the coming year, this publication highlights the commitment of public servants to high performance and to having the ability to adapt to meet changing needs. In this issue of **connexus**, read about some of the ways the Alberta public service continuously strives to develop, improve and achieve excellence.

There is an increased focus on the role workplace health plays in an effective work environment. Read about some tools and tips to creating an organizational culture that fosters workplace well-being. You can also investigate what it is like to work in a unique and rewarding area of the public service, through the eyes of a government nurse.

No matter what the outcome, an election always brings a season of change. Learn about the new cabinet and innovative changes in the makeup of the Government of Alberta, and then read on to page five where Premier Klein sends his Holiday Greetings.

The 2004 Employee Expo offered a great opportunity for government employees to learn more about the intricacies and benefits of working in the Alberta public service. Read about the success of the event.

Alberta's centennial is fast approaching, and there are several exciting

opportunities for government departments to participate. Read about some of the possibilities for centennial projects across the public service.

The Alberta government is committed to creating learning opportunities for public service employees. Read about how managers and employees can use *Levels of Excellence* to help determine which development opportunities are most relevant for each individual. Also, learn about how the administrative services community is collaborating to encourage excellence among their staff.

Administrative councils in the government take action on a number of cross-government projects. In the first of a continuing series of articles on these councils, **connexus** profiles the Human Resource Directors' Council (HRDC) and its Executive Director, Dale Silver.

This fall, supervisors had the opportunity to learn more about effectively coaching and mentoring employees. Read about the sessions with Dr. Peter Jensen, and how you can learn more about the coaching and recognition process.

With the articles in this issue, **connexus** endeavours to offer inspiration and ideas for your workplace in the new year.

(CD)

Did You Know?

Alberta Apprenticeship and Industry Training was recognized on November 18, in Toronto, with the 2004 Award of Excellence for "Program of the Year" at the Yves Landry Foundation's annual STARS Technological Education Awards. The national awards recognize those individuals and businesses that best exemplify the vision of the late Yves Landry, Chairman, President and CEO of Chrysler Canada (1990-1998), to forging a link between business, education and government, and promoting technological education and skills training in order to meet industry's future demands for skilled tradespeople.

The road to workplace health - A continuing journey

an ongoing series on workplace health by Lee Segall

The road to workplace health is both a collective and individual journey best taken with support and trust as traveling companions. It's a journey that will take us to a world where the workplace is transformed and a true culture of wellness exists.

There are some very basic principles to take to benefit from this journey. You may even recognize them or you may already have them on hand.

With these principles, you will be able to expand and re-define your existing beliefs and practices in order to succeed and develop in this new world.

So your question might be, "Why would I want to take this journey?"

A recent article from **When Work Works**, a project on workplace effectiveness and flexibility, states that the economy has changed (it's global and 24/7), the workforce has changed (it's not your father's or your mother's), and work itself has changed (it's less secure, more demanding and the boundaries are blurred between when we're working and we're not).

What does this mean to your organization? It means if you don't respond to change, change will respond to you and you will lose your competitive edge. If there is no meaningful differentiation between your organization

and others, how can you attract and retain good people?

One way to differentiate your organization from others and have that competitive edge is to work on creating a culture of wellness. The traditional model speaks to physical health of employees. A more comprehensive model is emerging, which looks at health from a holistic perspective.

Think of workplace health like this -- it's multi-dimensional, permeating the organization at all levels. It's like a thread that weaves a rich and diverse tapestry affecting all aspects of the working environment. It encompasses the physical, emotional, and intellectual components of every individual in an organization. Each of these components has an affect on the ability of an organization to be productive, efficient and maintain a high morale. The Government of Alberta is currently promoting this type of workplace health.

Workplace health does not happen overnight, nor is it an exact science. This is where your principles come in. With the supports and resources the Government of Alberta provides, you will be able to move ahead in a confident and meaningful way, towards a healthier, more productive workplace. (LS)

Suggestions to get you started on your journey

Engage your workforce

- Use your employees' skills and talents to their full extent.
- Tap into your employees' leadership skills

Respect and trust your workforce

- Ask questions, listen to the answers, and respond positively to those answers.
- Keep communications open and encourage a culture of knowledge sharing. Share stories, experience, expertise and wisdom.

Celebrate your workforce

- Recognize and reward great ideas, great work and great attitudes.
- Create and maintain a culture of recognition.

Each of the above translates into tremendous value for both employees and organizations in creating a healthy workplace. By shifting the mindset to recognize the importance and benefits of health, everyone will reap the rewards.

The Government of Alberta understands this and continues to move forward developing the best possible tools and supports to enable people to achieve optimum health and excellence in the workplace.

Mark your calendars for the Living Safe & Well Conference

The next workplace health conference, Living Safe & Well, is taking place January 19 or 20, 2005 in Edmonton at the Shaw Conference Centre. This year, the one-day conference will be held twice to give more people a chance to attend. Conference speakers will provide some on and off the job information on workplace health and occupational health and safety. More information will be available soon.

Changes focus on simplifying government and improving services to Albertans

On November 24, Premier Ralph Klein announced a new Cabinet and, with it, several changes to government departments. He emphasized that the restructuring would not involve staff reductions, but it would help to streamline government and ensure services are delivered to Albertans in the most effective and efficient way possible.

"The government has been given a mandate by Albertans to deliver bold, positive government for the province over the next four years. Fulfilling that mandate means giving the men and women of the public service a chance to do what they do best: serve Albertans, recommend innovative ideas to do the job even better, and help shape Alberta's future in exciting ways," Klein said.

The changes involve restructuring several departments. The former ministry of Learning was split into two departments - Education and Advanced Education - reflecting the increased emphasis on post-secondary education in the government's 20-year strategic plan. As well, with many transportation and infrastructure initiatives

overlapping under the government's three-year capital plan, the Infrastructure and Transportation departments were combined into the Ministry of Infrastructure and Transportation.

The Finance and Revenue portfolios were combined into a single Finance ministry, and the Seniors ministry is now responsible for community supports, including the Assured Income for the Severely Handicapped (AISH) and Persons with Development Disabilities (PDD) programs. The department was renamed the Ministry of Seniors and Community Supports.

In addition, a new portfolio was created called Restructuring and Government Efficiency. It includes responsibility for the Alberta Corporate Service Centre and the Corporate Chief Information Officer, and its mandate covers the development of ideas and policies to better coordinate the delivery of government services - for example, co-ordinating the array of programs and services for people with disabilities that are currently available in several ministries.

While unveiling the new Cabinet line-up, Premier Klein also named Rod Love as his new Chief of Staff. Love, who served previously in the position from 1992 to 1998, succeeds Dr. Steve West. Gordon Vincent, former communications director at Energy, was appointed deputy chief of staff.

The week after the cabinet announcement, the Premier announced Julian Nowicki would serve in a new

position as chair of the Alberta Gaming and Liquor Commission, and Ron Hicks, deputy minister at Environment, would replace Nowicki as deputy minister of Executive Council. New deputy minister assignments were also announced.

"Julian Nowicki's commitment to the Alberta public service has been exceptional," Hicks said. "He's leaving big shoes to fill, but I'm thankful to come into a position with a solid foundation already in place thanks to Julian's leadership and direction."

Hicks also praised other departing deputy ministers. "Several deputy ministers are retiring or moving on to other challenges," Hicks said. "They served Albertans well in their roles, and they deserve to be commended and thanked for their professionalism and accomplishments."

Both Love and Hicks started their posts with a strong message about the importance of the Alberta public service to good government. They both indicated they look forward to working under a new mandate, and encouraged public service employees to be bold and innovative in their approach to implementing government policies, programs, and services. (CT)

Information on the new Cabinet and Departments is available online at:

<http://www.gov.ab.ca/acn/200411/17312974E729E-C41C-487F-84FC63084A0EEB89.html#backgrounder>

New deputy minister assignments:

<http://www.gov.ab.ca/acn/200411/17327E06DC8E5-3001-44F3-87C1C65BB1096539.html>

Artwork courtesy of Perpetual Notion.

Holiday Greetings from Premier Ralph Klein

This year has been both an exciting and a challenging one for members of the Alberta public service. As always, Alberta government managers have approached each new opportunity and challenge with great skill, energy and commitment. The most recent challenge set before you - the post-election reorganization of many government ministries - is being handled with trademark professionalism. I'd like to offer my sincere thanks for your efforts to make the transition as seamless as possible for the staff you lead and for the people we serve.

I hope you'll take some time over the holidays to relax and enjoy favorite traditions with friends and family, whether you recognize Christmas, Hanukkah or a celebration of another faith. I also hope you'll take a few moments to think back on the successes of the past year and reflect on the tremendous advantages we all enjoy as Albertans.

In the new year to come, my legislature colleagues and I will continue to rely on the skills and abilities of the Alberta public service. I have every confidence that you will continue to build on the quality of programs and services available to Albertans and on the reputation this government enjoys as a leader in public service excellence. I also hope that, for each of you, the new year brings new joys and blessings for you and your family.



Did You Know?

Materials Resource Centre Manager

Alberta Education, Learning Resources Centre, Edmonton Design!Develop!Deliver!
The Materials Resource Centre Manager role requires a highly motivated individual who possesses strong leadership and coaching skills to deliver services designed to meet the learning needs of students with visual and perceptual disabilities. The Manager works closely with a variety of Alberta Education Branches and government departments. The ability to work independently and in a team environment is essential. Final candidates for this position will be asked to undergo a security screening. Competition Number 25766. Salary: \$57,456 - \$76,164. Closing Date: December 21, 2004.

We offer a challenging, diverse and rewarding team environment, dedicated to making Alberta the best place to live, work and visit.

The Alberta public service has a new look for job ads in print media, which includes reduced ad copy to hook the reader and a new tagline: "Alberta. Going strong." The ad encourages the reader to go to the job board website at www.gov.ab.ca/jobs or to call the 1-800-696-6427 employment phone line for more information.

(RN & CK)

**Alberta.
Going
strong.**

To learn more about this and other exciting career opportunities awaiting you in the Alberta government, visit our website or call the employment line at 1-800-696-6427.

www.gov.ab.ca/jobs

Alberta
Government

Inspiration Fuels Alberta's Centennial

Alberta's public services finds opportunities to celebrate, imagine, and learn

In 1996, Colleen Klein and Jack Donahue led a committee that asked Albertans how they wanted the government to mark the province's 100th anniversary. The response was clear: create legacies that would benefit Alberta's communities long after the centennial was over.

The Alberta 2005 Centennial Initiative project team is leading the provincial government in doing just that. With the expertise of managers seconded from departments across government and an operations manager seconded from Stantec Inc., the initiative is providing support and more than a quarter of a billion dollars in resources for Alberta communities to create lasting centennial projects.

Internally, the initiative is encouraging government departments to create their own centennial projects. "It's an opportunity to showcase government and government departments," says Terry Keyko, Executive Director of the initiative. "It's a chance to show what we're doing and to celebrate, because in some cases departments are also celebrating their own anniversary."

"This type of event happens once in a lifetime," adds Beryl Cullum, Assistant Communications Director assigned to the initiative. "It's an opportunity for us to

celebrate where we've been, where we are, and where we're going."

Keyko notes that every government department has committed to doing something, whether it's on a smaller scale, such as including the centennial logo on letterhead or business cards, or on a larger scale, like "Trek Across Alberta", one of a number of centennial projects being planned by Alberta Education.

Trek Across Alberta was inspired by last year's Healthy U campaign, which saw Alberta government staff equipped with pedometers. "We got the idea through how much excitement it created in government," says Katie Pallos-Haden, Centennial 2005 Project Coordinator with Alberta Education's Provincial Standards and Processes division. "Community Development had created a trek map, so we asked if we could use it and we recoded it for kids." Using pedometers, a manual, and a virtual map, students will come across historical sites as they reach certain distances. Each site will have a variety of activities for students to engage in. The project coincides with Education's launch of a new social studies curriculum as well as its commitment to increasing daily physical activities in school.



Asani performs 'O Canada'

The centennial initiative is also creating excellent learning opportunities for managers who have been seconded to work with the Alberta 2005 Centennial Initiative. "When I applied for the job to work on communications, I was looking for an opportunity to learn and grow in my field," says Cullum. "It's allowing me a doorway into a world of new experiences." Pallos-Haden agrees, adding that working on centennial projects has stirred up her "creative juices".

As government departments begin to launch their centennial projects in 2005, the creativity and collaboration behind the projects will become apparent. People across Alberta can rest assured that, just as they'd hoped, this inspiration will be a legacy that will last long after Alberta's birthday is over. (JK)



Confetti and fireworks conclude the celebration

Centennial Project Excellence

Two Centennial projects received Premier's Awards of Excellence this past year: ATCO Tyrrell Learning Centre and the Wild Alberta Gallery. The Royal Tyrrell Museum project brought a gold award home to Community Development, while employees from both Community Development and Alberta Infrastructure shared in the bronze for the Wild Alberta exhibit. The two projects are examples of the kinds of lasting Centennial legacies we are working with communities to create.

Building Capacity

You have heard the term Building Capacity but what does it really mean? Building capacity means focusing on development for all employees to ensure they have the skills to take on the challenges in their current role and into the future. It means developing leaders.

In their recent book on succession management called **Growing Your Company's Leaders**, Fulmer and Conger state, "Where are tomorrow's leaders coming from? The answer is the same as it always has been: They are more likely to be coming from inside your company. They are all around you."

The Alberta public service has been focusing on development and specifically leadership development for many years. This can mean a number of things: enrolling in Corporate Executive Development, the Senior and Executive Managers' Development Program or the Management Development Program,

developing on-the-job through a special assignment or job rotation, or participating in coaching and mentoring.

As part of your own development consider focusing on the Alberta public service competencies (www.pao.gov.ab.ca/competencies). Through the Corporate Human Resource Development Strategy, the **Levels of Excellence** guide has recently been introduced to do just that- help with competency development.

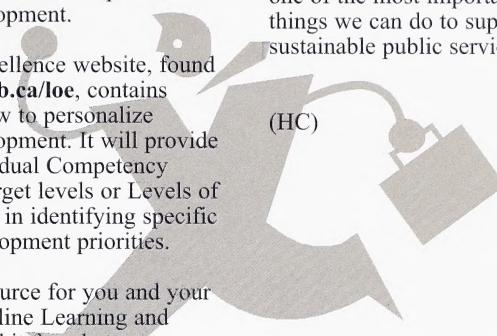
The Levels of Excellence website, found at www.pao.gov.ab.ca/loe, contains information on how to personalize competency development. It will provide you with an Individual Competency Profile that sets target levels on Levels of Excellence for use in identifying specific learning and development priorities.

Another great resource for you and your staff is the new online Learning and Development Toolkit found at www.pao.gov.ab.ca/toolkit.

This toolkit will provide you with information on:

- Creating Your Learning and Development Plan;
- Courses and Resources;
- On-the-Job Learning; and
- Developing Your Competencies.

Fostering a culture of development at all levels is one of the most important things we can do to support a sustainable public service.



Sharing the Spotlight- PAE deadline approaching



The Premier's Award of Excellence Leadership Team
c/o Alberta Personnel Administration Office
5th Floor, Peace Hills Trust Tower
10011 - 109 Street
Edmonton, Alberta T5J 3S8

Each ministry has PAE Leadership Team representatives who can help teams and work units prepare and finalize submissions. To find your representative, refer to the online list of the 2004/2005 Premier's Award of Excellence Leadership Team at: <http://www.pao.gov.ab.ca/paeleadteam/>

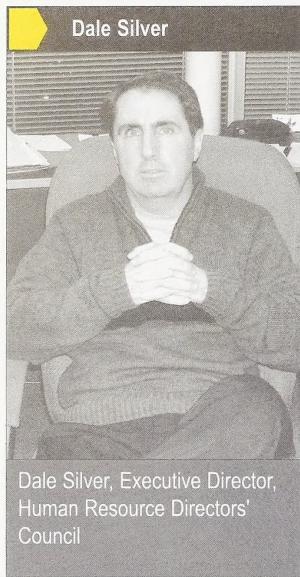
For more information about the program:

- Visit the PAE website at www.pao.gov.ab.ca/preview
- Watch a video commemorating the past ten year's of the award: <http://www.pao.gov.ab.ca/paecelebration/>
- Contact Donna Cole, Program Manager, Premier's Award of Excellence at (780) 408-8420 or email her at donna.cole@gov.ab.ca.

HRDC is 'golden' with Silver

What happens when you get a group of HR directors in a room together?

A few years ago, the answer would have been - you'd end up with a new policy and two new forms. Now, the answer is more likely to be - they discuss how GoA HR management practices need to change in order to attract and retain the workforce of the future.



Dale Silver

Dale Silver, Executive Director, Human Resource Directors' Council

The **Human Resource Directors' Council** (HRDC) is a cross-government committee that advances excellence in human resource management by providing a vehicle for collaboration and collective action. This united approach benefits the entire public service, as the council offers a forum for Human Resource (HR) directors to discuss important issues and implement strategies. The council also supports long-term planning, professional development, and co-operation in the HR community.

Membership on the HRDC is made up of all HR directors of Alberta Government departments governed by the Public Service Act. Membership also includes senior level representation from the Personnel Administration Office (PAO) and the Alberta Corporate Service Centre (ACSC).

About the Executive Director

Dale Silver has been a member of the council since 1999 and became vice-chair in June 2002. In June 2003, consistent with the process that was in place at the time, his HR director peers elected him to the chair position. In December 2003, the Administrative Strategy Committee (ASC) was established, with a mandate for the Shared Services Initiative. Under the governance model for the ASC, the Public Service Commissioner became a co-chair of HRDC, and Silver transitioned as the other co-chair.

In September of 2004, Silver became the first HRDC executive director. "My position was established because of continuing changes in the council's role and focus," said Silver. "The chair's responsibilities increased to reflect the need for business planning and reporting, and the HRDC began to work more closely with the ASC and the other councils on cross-government administrative priorities. The position, which had previously been a volunteer role that one did in addition to their HR director responsibilities, had become a full-time job."

Silver wanted to recognize the leadership of the Public Service Commissioner. "Shirley Howe has a clear vision of what she would like HRDC to accomplish over the next few years, and establishing the executive director position was a pre-requisite to achieving that vision." Silver also wanted to acknowledge the contribution of Shelley Ewart-Johnson, who at that time was the Deputy Minister of Human Resources and Employment. "Shelley understood the need for a role like this, she committed resources that allowed this to move from concept to reality, and ultimately, she supported my secondment to this position."

As executive director, Silver plays a major role in positioning HRDC to meet current and future challenges facing the Alberta public service. "The HRDC takes an active

role in planning for the future," said Silver. "HR directors actively identify priorities, strategies and objectives that fit into the Corporate Human Resource Development Strategy, which is a key cross-ministry initiative."

HRDC roles and future planning

In June of 2004, the HRDC conducted extensive planning for the future workforce, using demographic data, long-term economic forecasts, and the input of experts to define what our Government of Alberta workforce may look like in 10 years. As Silver described, "This information will help us examine what HR management changes we need to start looking at in order to support that workforce. The Corporate HR Plan proposed for 2005-2008 will build toward that longer-term view."

In addition to this important planning function, the HRDC is also committed to ensuring consistent implementation of HR programs. This can require co-operation from all department HR shops, from ACSC HR services, and from the Personnel Administration Office, which are all partners in the delivery of HR services to the GoA. The HRDC serves as a vehicle to assist with this collaboration.

The HRDC not only co-ordinates with other groups, but the members also work together within the council to solve problems and learn as a team. "Collectively, the council members have the knowledge, skills, and resources to address the Government of Alberta's HR management issues," said Silver. "The discussion of issues at the table, and the connections made, assist in overall HR director development."

In all of these ways, the HRDC actively supports the HR community, and the Alberta public service, in the work they do. With the direction of co-chair and Executive Director Dale Silver, the council will continue to further the achievement of human resource management excellence. (CD)

This article is the first in a continuing series in **connexus** about the nature and makeup of administrative committees operating within the Alberta Government.

Coach and Recognize Your Way to Success

Dr. Peter Jensen shares tips for supervisors to coach and recognize staff effectively

Supervisors can play a key role in engaging and facilitating an employee's development through coaching and recognition. In the Alberta public service, a coach is described as someone who guides and encourages others in developing their skills and competencies. Recognition is an effective way to motivate and increase performance, acknowledge employees' contributions, and meet organizational objectives. Both coaching and recognition are supervisory skills that need to be continuously developed.

This fall, the Personnel Administration Office invited supervisors to attend half-day workshops on coaching and recognition led by Dr. Peter Jensen, a world leader on this topic. These sessions were a similar to other Jensen sessions held in June 2003 for Executive Committees and Managers. The sessions are part of an ongoing "Leading the Organization" initiative under the Corporate Human Resource Development Strategy.

The fall sessions were held in Edmonton, Calgary, and Grande Prairie, where approximately 1,286 employees registered them across the province. Ninety-nine per cent of survey respondents were satisfied with the sessions, and 99 per cent indicated they could use the information to better coach and recognize staff. (AB)

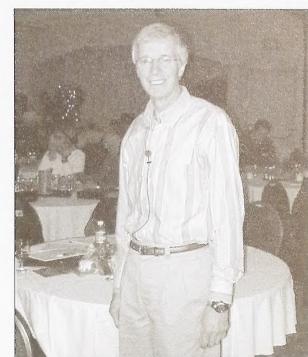
For more information, go to the links listed for practical coaching and recognition tools:

Quick Tips - Guiding the Coaching and Recognition Process:

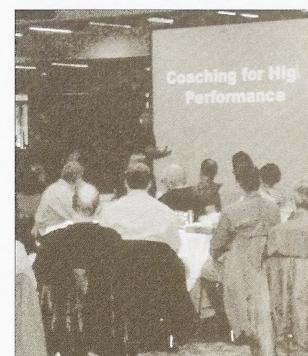
<http://www.pao.gov.ab.ca/quicktips/>

Online coaching resource pages:

<http://www.pao.gov.ab.ca/toolkit/coaching/>



Peter Jensen returns to Alberta to talk about coaching and recognition.



Supervisors attend sessions across the province.

Did You Know?



Former Health and Wellness Deputy Minister, Roger Palmer is the 2004 recipient of the Institute of Public Administration's Lieutenant Governor's Award for excellence in public administration. The award presentation took place on December 10 at Government House, in Edmonton. The Institute is a leading Canadian organization dedicated to the theory and practise of public management. The award has been presented annually since it was created in 1986.

Administrative services community collaborates to encourage excellence



"This community has helped me build relationships with my colleagues across the government. As a result, I've been able to grow and develop in my work. My involvement with this community has been invaluable to both me and my organization."

Vicky Sandouga, Co-chair of the Administrative Services Council

Administrative services staff are vital in every Government of Alberta department. Traditionally, administrative services has been an overlooked facet of the corporate organization within departments. While the full scope of their work is not always seen, these employees support the organization and are essential in keeping departments running smoothly.

Why was the Administrative Services Community formed?

Because their work is so important, a need was identified to form an Administrative Services Community. This development came after the establishment of the Alberta Corporate Services Centre (ACSC) and the creation of the Administrative Services Council. The community's purpose is to raise the visibility of this group and to encourage excellence in public sector administrative services.

The administrative services community initiative was also launched in order to bring awareness to the variety of opportunities within the community, provide staff with the information and tools needed to take charge of their own career development, and foster an environment that will aid staff in developing to their optimal potential.

The Administrative Services Council launched the administrative services community on November 3, 2004. Highlights of the launch included the unveiling of the Administrative Services website www.adminservices.gov.ab.ca and the results of the Developmental Needs Assessment Survey. The launch was also the first meeting of the community, for whom human resource development has become a top priority.

Why is learning and development important to this community?

The learning and development of this community benefits the entire organization by improving professional services and enhancing department operations. The administrative services community strives to increase awareness of career and competency development opportunities for these employees. If you manage administrative staff, encourage their career development and help them find the tools they need to build their learning plans. The administrative services community can be a valuable resource to help them do so.

What's next?

Future plans for the community include continuing to work on human resource development strategies in this area, continuing to raise awareness of the opportunities within the community, and developing competencies for current and future roles.

(AE & TR)

A rewarding career - a profile of Paulette Killam,

Executive Director of Residential Support Services, Persons with Developmental Disabilities

When you walk into Eric Cormack Centre (ECC), you immediately notice the friendly atmosphere and the knowledgeable staff. Rooms are cheerful and personal, and the individuals who live there are clearly well cared for. At first, you think to yourself, "The people who work here are good at their jobs." After you speak to a few employees, you think, "The people who work here are passionate about their work." Finally, when you begin to get a feel for the level of care at ECC, you realize, "The people who work here love and excel at what they do."

ECC is a unique place that, along with eleven community homes and an activity program, makes up Residential and Support Services (RSS). Residential and Support Services is home to a number of individuals with developmental disabilities.

"The staff are dedicated to ensuring a meaningful life for the individuals living at RSS," said Paulette Killam. She is the Executive Director of Residential and Support Services, Persons with Developmental Disabilities, within the Ministry of Seniors and Community Supports.

Nursing at Eric Cormack Centre

Government nursing can be a difficult field to recruit to. "It's hard work," said Killam. "Not only is ECC a care facility, but it is also each individual's home. With that comes a responsibility to bridge the world of care with making this a welcoming and safe place for each individual to live. For the government nurse, the professional environment offers opportunities to play an integral role in a person's quality of life, through longer-term and a more person-centred approach to each individual's care."

There are also numerous benefits to working at RSS. Killam describes regular scheduled shifts, flexible work periods,

and excellent opportunities for development in this workplace.

"There is also a community and a culture that is integral to a 24-hour residence," Killam said. "It goes beyond what you typically see in a Monday to Friday profession."

Leadership

As a manager, Killam maintains a strong people-focussed perspective. "The individuals come first, and it's essential to listen and work with staff," said Killam. "One key to balancing priorities is to keep in touch with what is happening on a day-to-day basis."

Within RSS, there are clearly defined roles and activities. As Killam points out, "Everyone knows what their responsibilities are, and they have the supports they need to succeed in their work." She also said she continually encourages staff to participate in continuous learning.

Another key to effective leadership is teamwork and communication. As executive director, Killam works as part of a team that she respects and trusts, a team where each person does his or her work exceptionally well-with passion and commitment.

The rewards of being a caregiver

Paulette Killam says she chose her career for a number of reasons. She loves working with people, and enjoys the interactions and challenges that come with supervising a dedicated staff.

"Daily, I get to work with both the exceptional individuals who live here and a very caring group of employees," said Killam, "I am also fortunate to have the opportunity to develop and foster relationships with people in and outside of government, including the local community, volunteers, and the families of the individuals who live here."

"At Residential and Support Services, relationships are the key to excellence," said Killam. "The individuals living at RSS are valued for who they are, and the appreciation they show every day gives us an incredible sense of purpose. What could be more rewarding than that?"

(CD)



"Daily, I get to work with both the exceptional individuals who live here and a very caring group of employees,"

Paulette Killam, Executive Director, Residential and Support Services

Information and resources are available online for professionals interested in nursing careers in the Alberta public service. They can be found at:

<http://www.pao.gov.ab.ca/jobs/carers/nurses.htm>



Employee Expo 2004: An overwhelming success

The October 7 Employee Expo provided a great opportunity for employees to *discover, explore and experience* the positive aspects of working in the Alberta public service and to reinforce the Alberta public service as a positive career choice. Approximately 1,700 employees attended the Expo and about 1,200 employees attended the keynote session presented by Kevin Burns.

While at the Expo employees:

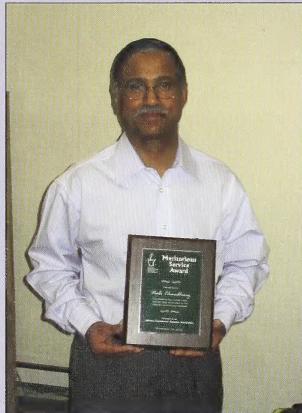
- **Discovered** the tools and resources available to support them in their personal and professional development.
- **Explored** the leading edge and innovative work that ministries do to contribute to the Alberta public service's reputation as one of the best.
- **Experienced** the wisdom, humour and advice of a keynote speaker who focused on workplace engagement.

Ninety-six per cent of the employees who completed evaluation forms strongly agreed that the Expo was a valuable experience. Information about the Expo is available online at www.pao.gov.ab.ca/expo



Did You Know?

Nabi Chaudhary, a Senior Economic Analyst with the Economics Unit of Alberta Agriculture, Food and Rural Development was awarded a Meritorious Service Award at a banquet on November 18, 2004. The award was presented by the Alberta Greenhouse Growers Association (AGGA) to Nabi for his outstanding contributions, service and dedication to the Alberta greenhouse industry.



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